

# Resources

**I**n preparing this application, Cincinnatians have come to fully understand that a well-developed, detailed and integrated strategy is a necessary condition for an effective Empowerment Zone program. A strategy alone, however, is not sufficient to guarantee success. Essential to any plan are the resources for implementation.

Cincinnati has responded to the call for local resources. The community has committed significant resources to finance the Empowerment Zone initiative in concert with the federal investment of \$100 million in Social Services Block Grant funds and the availability of hundreds of millions more in tax credits and bonding authority. When combined, all of these resources provide the foundation for implementing the full set of programs and initiatives identified in the strategic plan.

Altogether, Cincinnati is proposing to invest a total of over **\$2.2 billion** of local resources into the Empowerment Zone upon designation. The community has identified these resources to match the funds to be invested by the federal government. These resources are derived from all of the stakeholder groups (see sidebar).

In addition, another \$1.7 billion of capital investments is planned for the Zone within the next ten years which includes the light rail, expanded convention center, and a new school/campus for the performing arts. When these funds are considered, the total resources available for leverage is \$3.93 billion which translates into \$40 of local match for every one dollar of Social Services Block Grant (SSBG) funds. The local funds come from realigned government sources, funds and jobs from private employers, targeted loans from financial institutions, and commitments from non-profit service providers and development corporations, foundations and a variety of other organizations.

Importantly, the identified resources are real. Budgets for each initiative are presented in the strategic plan and depict the source of matching contributions. In addition, commitment letters have been received by the executive of all partner stakeholders (see Appendix). Only those letters specifying specific the type and amount of commitment have been included in the above calculations.

## *Cincinnati's \$2.2 Billion Ten-Year Commitment of Local Resources*

- \$295 million in cash and program dollars;
- \$430 million in loan commitments;
- \$400 million in supplier subcontract opportunities;
- \$226 million in jobs, based on a commitment of 10,037 positions;
- \$700 million in committed Zone investments; and
- \$182 million in staff support and other in-kind services.

Cincinnatians are proud at the level of our commitments. We are also proud that local stakeholders were willing to declare their support in such bold terms. We offer the federal government a breadth and quality of commitments that provide the basis for implementing our Empowerment Zone strategy.

The following sections provide more details on the local resources committed over the next ten years. The first section identifies key local resources by stakeholder group. The second section presents a matrix that displays how the SSBG resources will be used for the 24 initiatives identified in the strategic plan. The final section presents the commitments by the strategic plan's four substantive areas—1) economic and workforce development; 2) housing and neighborhood environment; 3) individual and family well-being; and 4) civic infrastructure—and identifies the stakeholders who have made a resource commitment and the nature of their contribution.

### ***Key Commitments from Local Stakeholders***

This section highlights some of the key commitments and support offered by local stakeholder groups. As noted above, these commitments are real and can be found in the letters presented in the Appendix. Five stakeholder groups are represented: 1) private businesses/employers; 2) community-wide institutions and associations; 3) non-profit providers and community and philanthropic organizations; 4) local government and quasi-government organizations and 5) elected officials.

#### ***Private Business/Employers***

Spearheaded by the Community Partners co-chairperson, Lynn Marmer, Group Vice President for the Kroger Company, John Williams, President of the Greater Cincinnati Chamber of Commerce, and Andis Udris, Director for Economic Development, City of Cincinnati, a concentrated and coordinated effort was made to obtain real commitments from the Greater Cincinnati business/employer community. As

noted above, these commitment were significant and real. Of particular note is the provision of 10,037 jobs, with a total value of \$226 million (based on a conservative calculation of only one year of salary and benefits), supplier subcontract opportunities valued at \$400 million, and financing for business development totaling \$224 million.

#### ***Highlights of these commitments include:***

- Kroger Company— 4,400 jobs
- Frisch's Restaurants—1,200 jobs
- Messer Construction Co.—500 jobs and \$90 million in supplier opportunities
- PNC Bank—700 jobs
- Cintas—300 jobs
- Castellini Company—200 jobs and \$10 million in supplier opportunities
- Cincinnati Bell Telephone—100 jobs; \$49 million in supplier opportunities; and \$3.5 million in capital improvements
- F&W Publications—100 jobs and \$25 million in supplier opportunities
- Proctor & Gamble—\$25 million in supplier opportunities
- Empowerment Zone Bank Consortium—\$360 million in business and housing loans
- Fifth Third Bank—\$500,000 for community economic development

#### ***Community-Wide Institutions and Associations***

A key asset of the proposed Empowerment Zone area is the prevalence and involvement of large institutions. This includes places such as the University of Cincinnati, Children's Hospital Medical Center, The Health Alliance, and Cincinnati Zoo and Botanical Garden. In addition, there are a number of institutions in close proximity to the Zone.

All of these institutions as well as key community-wide associations have committed their support and resources to the EZ program. In many instances, these groups have also agreed to become a specific partner for one or more of the programs/initiatives of the strategic plan. For

example, the University of Cincinnati not only has pledged jobs and supplier opportunities, but its Center for Economic Education is an implementing partner for the ZAP initiative and the University's Institute for Community Partnerships has agreed to assist in the establishment and operations of a performance assessment system for the CEC.

***Highlights of these commitments include:***

- Better Housing League—\$2.54 million for home purchase assistance and other housing services
- Children's Hospital—\$132 million in capital improvement
- Cincinnati Development Fund—\$2.5 million for housing development
- Cincinnati-Hamilton County Community Action Agency—\$4 million in-kind for children and family initiatives
- Cincinnati Zoo—\$35 million in capital improvement and \$1 million for Total Schools Partnership initiative
- Greater Cincinnati African American Chamber of Commerce—\$1.05 million for economic development initiatives
- Greater Cincinnati Building Trades Council—500 jobs
- Greater Cincinnati Chamber of Commerce—\$1.26 million in support of economic development initiatives and 2,500 jobs for youth
- Health Alliance—\$40 million in capital investments
- Preserving Affordable Housing—\$6 million for assisted housing
- Talbert House—\$5 million for individual and family support initiatives
- University of Cincinnati—\$112 million in capital improvements; \$4 million loan pool for housing and neighborhood development; and \$750,000 to support EZ performance assessment system.
- The Urban League of Greater Cincinnati—\$2 million in workforce development activities,

\$1.75 million for individual and family well-being; \$1 million for civic infrastructure; and \$250,000 for neighborhood environment.

***Non-Profit Providers and Community/Philanthropic Organizations***

Cincinnati, particularly within its inner-city neighborhoods, has strong and vibrant non-profit and faith-based communities. These organizations play important roles in stimulating and facilitating the revitalization of distressed areas and in providing the services necessary for individual and family well-being. As noted many times earlier in this application, these groups played an integral role in the development of this EZ application. They also have taken an aggressive position in committing their leadership, staff skills, time, buildings and other resources to the implementation of this plan.

Unlike other large cities, Cincinnati does not have a large and well-endowed philanthropic community. It does, however, have a pro-active philanthropic community with clear interests and commitment to tackling the problems that impact many inner-city residents. This is demonstrated by the resources that foundations have indicated are spent and targeted for programs and activities within the Zone.

***Highlights of these commitments include:***

- Avondale Redevelopment Corp.—\$5.9 million in housing development and \$3.3 for special needs housing
- Beech Acres—\$10 million for individual and family well-being services
- Citizens Committee on Youth—\$4 million in-kind for youth development activities
- Health Foundation of Greater Cincinnati—\$25 million for Total School Partnership initiative
- Kroger Charitable Giving—\$1 million for community, individual and family well-being activities and services
- Proctor & Gamble Fund—\$7.5 million in education, health and human services, and cultural, civic and environmental initiatives.

- Ronald McDonald Charities—\$2.5 million in supplier opportunities and \$5.5 million in capital investments
- Seven Hills Neighborhood Houses—\$2 million in-kind for youth development activities
- Walnut Hills Redevelopment Fnd.—\$2.5 million in housing development and \$1.5 million in special needs housing
- United Way and Community Chest—\$33 million for individual and family well-being initiatives

#### *Government and Quasi-Government Organizations*

The City of Cincinnati and Hamilton County, the two primary jurisdictions responsible for the Zone, have made significant efforts to direct resources to support the Zone program. Their funds along with resources from the Cincinnati Public Schools, Cincinnati Metropolitan Housing Authority, Southeast Ohio Regional Transportation Authority, State of Ohio, and others provide a strong statement of commitment as represented by \$713 million for capital improvements and the planned expenditure of another \$1.7 million in capital improvements. In addition, resources have been targeted for specific initiatives.

#### *Highlights of these commitments include:*

- City of Cincinnati \$208 million, including such investments as \$62 million for capital improvements; \$36 million for Campaign for Safe Community initiative; \$10.24 million for the Children and Family Life Enrichment Network initiative; \$30.25 million for A Home For Everyone initiative; \$21.8 million for Asset Building Through Home Ownership initiative; \$12 million for Partners for Workforce Competitiveness initiative; and \$10 million for business financing Cincinnati Metropolitan Housing Authority \$20.4 million in housing preservation/modernization
- Cincinnati Public School District—\$79 million for the Total School Partnership
- Greater Cincinnati Convention and Visitors Bureau \$300 million in planned capital investments

- Hamilton County—\$25 million for Preparing and Employing the Hard-to-Serve initiative; \$20 million in capital investments; \$10 million for Children's Health Insurance program; and another \$17 million to support other individual and family well-being initiatives.
- Institute of Advanced Manufacturing Sciences (State of Ohio)—1,000 jobs; \$100 million capital investments; and \$500,000 in workforce development services
- Ohio Department of Development—\$500,000 for business development assistance

#### *Elected Officials*

The support of local elected officials from the applicant jurisdiction is, of course, a pre-requisite for success. Cincinnati's City Council has not only passed an ordinance authorizing this application, but also a resolution committing the funds identified above to the EZ program upon designation. It also should be noted that the Council's Neighborhood and Small Business Development Committee held weekly hearings over the last 6 weeks of the strategic planning effort to monitor and provide assistance to the process.

Admittedly, the City's support is expected. Beyond the City of Cincinnati, however, a number of other jurisdictions and elected officials have indicated their support for Cincinnati's application. Most significant is Hamilton County, which as noted above, is not only supporting the application, but is committing resources toward the implementation of several key initiatives. In addition, six surrounding, suburban jurisdictions have indicated their support as have a number of key elected officials, including Ohio's Governor and State Treasurer, as well as two local U.S. Congressional representatives.

#### *The Use of Empowerment Zone SSBG Funds*

The total proposed ten year budget for Cincinnati's Empowerment Zone Program, counting committed and planned commitments and Federal resources is over \$4 billion for the 10 year period. As indicated above, these resources come from a number of stakeholders and represent a variety of different types of contributions.

Cincinnati has allocated its EZ SSBG resources among the 24 initiatives. In doing this, we have followed several key criteria. First, resources are dedicated to initiatives that clearly address the statutory goals of EZ SSBG program (see program descriptions for appropriate indication). Second, we have used EZ resources either to serve as a catalyst for a new initiative identified by the community (e.g., Faith in the Community, Zone Access Program) or as gap financing to address needs that might not be met otherwise (e.g., males as part of the Preparing and Employing the Hard-to-Serve initiative).

The following matrix depicts how EZ SSBG funds will be used to implement the strategic plan and specific program initiatives. Funds are presented in the context of a two year budget, with the expectation that Cincinnati will use the SSBG resources at approximately \$10 million per year over the ten year period. As such, the percentage use of SSBG funds by category and initiative for the two year budget should remain approximately the same. We are prepared, of course, to adjust these allocations based on the information and findings generated from the on-going performance assessment system. As such, all initiatives and use of funds will be undertaken with the condition that continuation is dependent upon performance, impact and continuing need.

### Two-Year Allocation of EZ SSBG Funds

<b>Economic and Workforce Development</b>	
1. Zone Empowerment Economic Center	2,700,000
2. Zone Access Program	200,000
3. Wire the Zone Program	365,000
4. EZ Rider Connector Phase I	550,000
5. Partnership for Workforce Competitiveness	875,000
6. Sector-Based Training	610,000
7. Brownfields Redevelopment	100,000
8. Serving the Hard-to-Employ	900,000
9. Community Bridges	240,000
<b>Total</b>	<b>6,540,000</b>

<b>Housing and Neighborhood Environment</b>	
1. Asset Building Through Home Ownership	2,500,000
2. A Home for Everyone	1,000,000
3. No Place Like Home	0
4. Property Clearinghouse	1,000,000
5. Zone Capital Improvements	0
6. Polishing Our Gems	375,000
<b>Total</b>	<b>4,875,000</b>

<b>Individual and Family Well-Being</b>	
1. Early Life Enrichment	700,000
2. The Total School Partnership	2,500,000
3. Youth Capacity & Resource Building	755,000
4. Campaign for a Safe Community	150,000
<b>Total</b>	<b>4,105,000</b>

<b>Civic Infrastructure</b>	
1. Neighborhood Engagement Training	780,000
2. Faith in Community	400,000
3. Community Media & Marketing Center	200,000
4. Arts for All	500,000
5. Urban Workforce Exchange	600,000
<b>Total</b>	<b>2,480,000</b>

<b>Summary of Two-Year Allocation</b>	
Economic & Workforce Development	6,540,000
Civic Infrastructure	2,480,000
Housing & Neighborhood Environment	4,875,000
Individual & Family Well-Being	4,105,000
Cincinnati Empowerment Corporation	2,000,000
<b>Total</b>	<b>20,000,000</b>

**Commitments by Strategy Area**

This section provides an overview of the commitments made to each of the four strategy substantive areas noted earlier. It also provides a detailed listing of every contributor, with a brief description of their support. The purpose of this section is to provide ultimate transparency between the claim of commitment and the reality of commitment. As such, the listing of stakeholder contributors is organized by four of the five stakeholder categories (omitting elected officials) which correspond to the presentation of commitment letters in the Appendix. Stakeholder contributors are presented within their appropriate category in alphabetical order here as well as in the Appendix.

***Economic and Workforce Development***

This substantive area of the strategic plan encompasses nine specific initiatives. The budgeted value of these initiatives for a two year period, including EZ funds (plus \$10 million in EZ bonding authority) and local commitments is approximately **\$75 million** (\$75,562,160).

The commitments to support these initiatives are listed below. In most instances, these commitments and corresponding values are for the ten years period of EZ designation. Some stakeholder contributors such as those of the City of Cincinnati and University of Cincinnati are presented only for their specific support of economic and workforce development program initiatives. These contributors also will appear later with the details of their support in other substantive areas.

**Private Business/Employers:**

- Alabama's Fish Bar—25 jobs and \$250,00 in supplier opportunities
- Armour Metal Fabrication—5 jobs and \$10 million in supplier opportunities
- A. Lowe Enterprise—6 jobs
- A.M. Kinney, Inc.—\$500
- Burns Int. Security Systems—20 jobs
- Castellini Company—200 jobs and \$10 million in supplier opportunities

- Cincom Systems, Inc.—25 jobs
- Cincinnati Bell Telephone—100 jobs and \$49 million in supplier opportunities; \$3.5 million capital improvements; \$165,000 for technical consulting services; \$235,300 in start-up/operations costs for two distance learning centers; \$90,000 for a computing center; and \$750,000 in volunteer service.
- Cinergy—\$30 million in minority supplier opportunities
- Cintas—300 jobs
- Empowerment Zone Bank Consortium—\$200 million for business loans
- Frisch's Restaurants—1,200 jobs
- F&W Publications—100 jobs and \$25 million in supplier opportunities
- Gibbons Group—\$12,000 in-kind services
- Globe Business Resources, Inc.—35 jobs
- Husman's—40 positions and \$250 cash
- Integra Group—50 jobs
- Kroger Company—4,400 jobs, \$48,000 in-kind space, and \$10 million capital investments
- Messer Construction Co.—500 jobs and \$90 million in supplier opportunities
- Nxfaze Unlimited—5 jobs, \$65,000 capital investment; \$16,000 supplier opportunities, and \$60,000 in-kind services
- PNC Bank—700 jobs
- Proctor & Gamble—\$25 million supplier opportunities
- Speer & Associates—\$30,000 in-kind services
- Tears of Isis Books—25 jobs and \$250,000 supplier opportunities

**Community-Wide Institutions and Associations:**

- Children's Hospital Medical Center—500 jobs; \$2 million supplier opportunities; and \$300,000 to support the Community Bridges Initiative
- Center for Economic Education—\$127,075 to support the Zone Access Program
- Cincinnati B.D.S., Inc.—\$25,000 in micro-loan funds

- Cincinnati Local Development Co.—\$9 million in SBA 504 lending; \$5 million small business lending; and \$800,000 in-kind staff support.
- Cincinnati Minority Supplier Development Council, Inc.—\$14,000 to support the Zone Access Program
- Cincinnati Preservation Association—1 job and \$1.5 million supplier opportunities
- Cincinnati State Community College—200 jobs; \$300,000 to support the Sector Based Training
- Greater Cincinnati African American Chamber of Commerce—\$150,000 of in-kind support for the ZEC initiative; \$400,000 in-kind for ZAP; \$300,000 in-kind support for the Wire the Zone initiative; and \$200,000 in-kind for Community Bridges.
- Greater Cincinnati Builders Trade Council—500 jobs
- Greater Cincinnati Chamber of Commerce—\$17,500 for the ZAP program initiative; \$120,000 for the ZEC program; \$350,000 for Brownfields initiative; \$50,000 for Community Bridges program; and \$700,000 for minority business development initiative in the ZEC
- TRIP—\$5 million for EZ Rider Connector Program
- University of Cincinnati—150 jobs; \$2.5 million supplier opportunities; Community Design Center, \$60,000 in-kind design services
- The Urban League of Greater Cincinnati—\$2 million in-kind for workforce development activities

## **Non-Profit Providers and Community/Philanthropic Organizations:**

- Bio/Start—\$200,000 in in-kind support
- Cincinnati Business Incubator, Inc.—\$450,000 in office space for ZEC program
- Over-the Rhine Chamber of Commerce—\$50,000 in-kind for the ZEC and ZAP programs

- Ronald McDonald Charities—\$2.5 million in supplier opportunities
- Smart Money—\$85,000 staff support for Micro-enterprise development

## **Government and Quasi-Government Organizations:**

- City of Cincinnati Economic Development—\$10 million for business financing and \$1.8 million in capital investments; Employment and Training—\$12 million for Partnership for Workforce Competitiveness initiatives and \$500,000 for Sector-Based Training initiative
- Hamilton County—\$22.5 million for the Preparing and Employing the Hard-to-Serve initiative and \$2 million for Sector-Based Training (see Cincinnati State letter)
- Institute of Advanced Manufacturing Sciences (State of Ohio)—1,000 jobs and \$500,000 in workforce development services
- Ohio Dept. of Development—\$200,000 business development funds

## **Housing and Neighborhood Environment**

This substantive area of the strategic plan encompasses six specific initiatives. The budgeted value of these initiatives for a two year period, including EZ funds and local commitments is approximately **\$492 million**. As indicated below, local commitments, which generally are for ten years, cover a variety of different uses including funds for housing development, rental rehabilitation, capital improvements, and neighborhood beautification and revitalization efforts. (As noted earlier, general letters of support are not included here, but are presented in the Appendix.)

## **Private Business/Employers:**

- Empowerment Zone Bank Consortium—\$160 million for housing development
- Fifth Third Bank—\$500,000 for community development
- J&M Property Services—\$250,000 in housing rehabilitation

**Community-Wide Institutions and Associations:**

- Abandoned Building Co.—\$175,000 for Property Clearinghouse initiative
- Better Housing League—\$2,540,300 for home purchase assistance and other housing services
- Children's Hospital Medical Center—\$128 million in capital improvements
- Cincinnati Development Fund—\$5.5 million for housing development
- Cincinnati Zoo & Botanical Garden—\$35 million capital investments
- Conerstone HomeSource—\$1.2 million for Renter Equity program
- Health Alliance—\$40 million capital investment
- Keep Cincinnati Beautiful—\$4.2 million for the No Place Like Home initiative
- Legal Aid Society—\$250,000 for Property Clearinghouse initiative
- Neighborhood Housing Services of Cincinnati—\$2 million for Home Ownership Center
- Preserving Affordable Housing—\$6 million for assisted housing
- University of Cincinnati—\$122 million in capital improvements; \$4 million loan pool for housing/neighborhood development; \$2 million in-kind for neighborhood organizations; and \$40,000 for No Place Like Home initiative
- The Urban League of Greater Cincinnati—\$250,000 in-kind for neighborhood environment activities
- YWCA—\$6.5 million for operating special needs housing

**Non-Profit Providers and Community/Philanthropic Organizations:**

- Avondale Redevelopment Corp.—\$5.9 million in housing development; and \$3.3 million for special needs housing

- Corryville Community Development Corporation—\$3 million for Asset Building Through Home Ownership
- First Step Home—\$1.18 million for special needs housing
- Franciscan Home Development—\$3.3 million for Asset Building Through Home Ownership initiative
- Over-the-Rhine Housing Network—\$20,000 for in-kind support Polishing Our Gems
- Ronald McDonald Charities—\$5.5 million in capital investment
- Tom Geiger Guest House—\$1.1 million in capital investment
- Walnut Hills Redevelopment Fnd.—\$2.5 million in housing development and \$1.5 million in special needs housing

**Government and Quasi-Government Organizations:**

- City of Cincinnati—\$60.2 million for capital improvements; Dept. of Neighborhood Services, \$21.8 million for Asset Building Through Home Ownership initiative, \$30.25 million for A Home For Everyone initiative; City Planning Department, \$205,000 for the No Place Like Home initiative; Cincinnati Neighborhood Action, \$272,024 for the No Place Like Home initiative
- Cincinnati Metropolitan Housing Authority—\$20.4 million in housing preservation/modernization and services
- Cincinnati USA—\$300 million planned capital investment
- Hamilton County—\$20 million in capital improvements
- Institute of Advanced Manufacturing Sciences (State of Ohio)—\$100 million capital investments



### *Individual and Family Well-Being*

This substantive area of the strategic plan encompasses four specific initiatives. The budgeted value of these initiatives for a two year period, including EZ funds and local commitments is approximately **\$67 million**.

#### **Community-Wide Institutions and Associations:**

- Cincinnati-Hamilton County Community Action Agency—\$25 million in-kind for children and family initiatives
- Cincinnati Youth Collaborative—\$12.2 million for Youth Capacity Resource Building Coalition and \$1 million in-kind support
- Cincinnati Zoo—\$1 million for Total Schools Partnership initiative
- Citizens Committee on Youth—\$4 million in-kind for youth development activities
- Family Service of Cincinnati—\$250,000 for in-kind services for youth initiatives
- Greater Cincinnati Chamber of Commerce—2,500 jobs for youth
- Health Alliance—\$500,000 for Children and Family Life Enrichment Network initiative
- Talbert House—\$5 million for individual and family support initiatives
- The Urban League—\$1.75 million for Youth Capacity and Resources and Building Coalition initiatives
- Youth Employment Service—\$10,000 in-kind for Youth Capacity and Resource Building initiative

#### **Non-Profit Providers and Community/Philanthropic Organizations:**

- Beech Acres—\$10 million for individual and family well-being services
- Children's Defense Fund—\$15,000 in-kind for Youth Capacity and Resource Building initiative
- Dominican Community Services—50,000 for Child and Family Life Enrichment Network initiative
- Friars—\$282,806 for youth and family services

- Kroger Charitable Giving—\$1 million for community, individual and family well-being
- Health Foundation of Greater Cincinnati—\$25 million for Total School Partnership initiative
- Lighthouse Youth Services, Inc.—\$838,000 in-kind for youth activities
- Mt. Auburn Health Center, Inc.—\$13.2 million for Child and Family Life Enrichment Network initiative
- Positive Beginnings Teen Services—\$14,400 in-kind for youth services
- Proctor and Gamble Fund—\$7.5 million for community, individual and family well-being
- George B. Riley Trust—\$332,000 for individual and family well-being services
- Seven Hills Neighborhood Houses—\$2 million in-kind services for Total School Partnership
- United Way and Community Chest—\$31 million for Children and Family Life initiative and \$2.4 million for Youth Capacity and Resource Building initiative
- Victory Neighborhood Services—\$6,912 for Youth Capacity and Resource Building initiative

#### **Government and Quasi-Government Organizations:**

- City of Cincinnati Health Department—\$10.24 million for Children and Family Life Enrichment initiative and \$2.9 million for school health program; Recreation Commission, \$1.27 million for Total School initiative; Human Relations Commission, \$600,000 for youth summer jobs; Safety Department, \$36 million for Campaign for Safe Community initiative
- Cincinnati Public School District—\$79 million for Total School Partnership
- Hamilton County—\$10 million for child health insurance initiative and \$17 million in community-based services

***Civic Infrastructure***

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This substantive area of the strategic plan encompasses five specific initiatives. The budgeted value of these initiatives for a two year period, including EZ funds and local commitments is approximately **\$3.4 million**. The following lists are specific commitments obtained in this area.

**Private Business/Employers:**

- Cinergy—\$10,000 for civic infrastructure/capacity building activities

**Community-Wide Institutions and Associations:**

- Community Building Institute—\$500,000 for Neighborhood Engagement Training & Assistance initiative
- The Urban League—\$1 million in-kind for Urban Workforce Exchange initiative
- University of Cincinnati, Institute for Community Partnerships—\$750,000 to support EZ evaluation

**Non-Profit Providers and Community/Philanthropic Organizations:**

- Christ Emmanuel Christian Fellowship—\$310,750 in-kind staff and office support for the Neighborhood Engagement Training and Assistance program
- Coalition of Neighborhoods—\$100,000 staff assistance for community capacity building
- Linton Music Series—\$15,000 for Arts for All initiative

**Government and Quasi-Government Organizations:**

- City of Cincinnati Recreation Commission—\$2.5 million in staff support for Arts for All